

CHAPTER 3

PROGRAMS AND POLICIES

LEARNING OBJECTIVES

Upon completion of this chapter, you should be able to do the following:

1. Explain the programs and policies of Command Managed Equal Opportunity (CMEO).

A new nation . . . dedicated to the proposition that all men are created equal.

—Abraham Lincoln, 1863

The United States Navy has a special set of moral, ethical, and behavioral standards; those standards form the foundation of the Navy's Personal Excellence Program goals. One of those goals is the Navy's commitment to achieving an environment that supports equal opportunity. The Navy strives to guarantee equal opportunity and treatment for all, regardless of race, color, religion, gender, age, or national origin within constraints of the law. The Navy does not tolerate discrimination.

All Navy men and women should strive to maintain the highest personal standards. They should create a model environment where the opportunity to succeed depends only on each person's aspirations, abilities, and talents.

The pursuit of an environment free from discrimination is an element of leadership. Leaders at all levels of the chain of command are responsible for creating and maintaining a climate that fosters equal opportunity. That includes the Chief of Naval Operations (CNO); the Chief of Naval Personnel, with assistance by the Human Resource Management Department; and the fleet commanders in chief and their chains of command down through unit commanding officers.

You too, as a petty officer and leader, have an important role in the Navy's equal opportunity (EO) efforts. You should make every effort to prevent sexual harassment and to enforce EO among command personnel.

Although EO covers a wide range of day-to-day practices and routines, you will be involved in specific areas. Those areas include discipline, duty assignments, grievance procedures, training and advancement, and awards and recognition.

COMMAND MANAGED EQUAL OPPORTUNITY (CMEO)

Command Managed Equal Opportunity (CMEO) is a program through which the Navy guides commands in carrying out equal opportunity. It is a management system that is responsible to higher echelons but with control primarily at the command level.

PURPOSE OF CMEO

The purpose of CMEO is to establish the EO program for each command. CMEO directs the chain of command to take the following EO actions:

- Create and maintain a positive EO climate within the command
- Identify and resolve EO/sexual harassment problems and concerns

- Monitor the command's EO climate
- Ensure that merit, ability, performance, and potential are the only factors that affect individual promotion, training, duty assignments, and any other action

CMEO AS AN EO MANAGEMENT SYSTEM

CMEO is a management system that has the flexibility to respond to command-specific needs. CMEO draws resources from outside the command as necessary. Figure 3-1 shows the interrelationship of all segments of the EO management system.

COMMAND REQUIREMENTS

Within any command, CMEO consists of the following minimum elements:

- ⌘ Command training team (CTT)
- ⌘ Command assessment team (CAT)
- Action planning
- Inspections

COMMAND TRAINING

The Navy tries to ensure all personnel have a clear understanding of their military rights and responsibilities. It does that by requiring them to attend a Navy Rights and Responsibilities (NR&R) workshop. Each NR&R workshop provides training on basic EO principles, policies, and procedures.

Command Training Team (CTT)

The command training team (CTT) consists of a group of command personnel trained to present the NR&R workshops. Prospective CTT members receive formal training in conducting NR&R workshops. They receive the training from a Chief of Naval Education and Training (CNET) activity, mobile training team (MTT), or by an equal opportunity program specialist (EOPS) from a major command or staff. The following guidelines apply to the CTT:

- ⌘ Each Navy command, except those with less than 50 military personnel, appoints

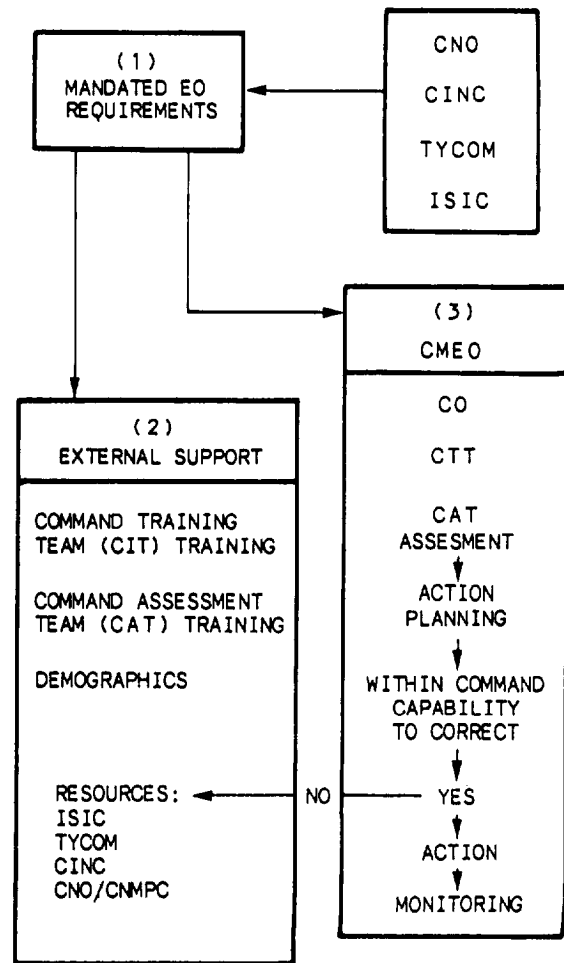


Figure 3-1.-Interrelationship of the EO management system.

a CTT consisting of a minimum of at least two members in paygrade E-6 or above with training in conducting NR&R workshops. Minimum CTT size is as follows:

<u>COMMAND</u>	<u>SIZE</u>	<u>CTT</u>
50-100		2
101-200		3
201-300		4
301-above		5

- ⌘ Commands with less than 50 military personnel have no requirement to have a formally trained CTT if they can make

arrangements to participate in the NR&R workshops of a host or neighbor command. They are still responsible for addressing command-specific issues and policy updates.

- Commands must document formal CTT training in the member's service record.
- Members of the CTT who are inactive for over 24 months must repeat the formal training.
- Members of the CTT should complete the *Equal Opportunity in the Navy* nonresident training course (NAVED-TRA 13099-D) within 3 months of assignment to the training team.
- Prospective CTT members must have a minimum of 18 months remaining before their planned rotation date (PRD) from their assignment date.

Navy Rights and Responsibilities (NR&R) Workshops

All personnel must attend an NR&R workshop within 90 days of reporting to a new permanent duty station. Commands must conduct training frequently enough to keep the class size below 20 people. All lesson topics follow an NR&R workshop course guide provided by CNET. Everyone fills out a critique sheet as a means of feedback on workshop effectiveness.

Commands hold an annual all-hands NR&R workshop. The annual workshop includes sexual harassment prevention training, review of the latest Navy EO policies and the Navy EO climate, and a forum for discussing CNO and command-specific issues. The annual workshop, held in conjunction with the annual command assessment, uses the training guide that CNET provides.

COMMAND ASSESSMENT

Conducting a successful and effective EO program requires each command to accurately assess its current EO status. The command assessment focuses on the treatment and achievements of individuals. It also looks at the overall effectiveness of command EO programs and the follow-up actions on previous EO issues. The assessment uses command demographic information (factors such as age, race, ethnicity, gender, rank,

paygrade, designator, and rating). This is a formal assessment that includes the command assessment team (CAT) and data sources.

Command Assessment Team (CAT)

The command assessment team (CAT) is a group of command personnel trained to plan and conduct a command assessment. They are also trained to analyze the data they collect. CATs receive training from a CNET activity, MTT, or EOPS from a major command or staff. The command must record this training in the member's service record. The following sidelines apply to the CAT:

- Mandatory membership includes the executive officer (XO), at least one department head, and the command master chief (CM/C) (or equivalent). When a command has a command career counselor and/or personnel officer and/or legal officer, they should be members. Remaining members should be a cross-section of paygrades, genders, races, and departments of command personnel. All CAT members, including those who have mandatory membership, must receive formal training. The commander has the prerogative to increase the size or scope of the CAT. Regardless of team composition, final responsibility for CAT effectiveness remains with the commander.
- Members of the CAT who are inactive for over 24 months must repeat the formal training.
- Members of the CAT should complete the *Equal Opportunity in the Navy* nonresident training course (NAVED-TRA 13099-D) within 3 months of assignment to the assessment team.
- Prospective CAT members must have a minimum of 18 months from their assignment date remaining before their PRD (does not apply to mandatory membership).

Data Sources

The CAT receives specific training in using the following resources to conduct command assessments:

- Ž Command training records, records on the sailor of the month/quarter/year award

file, meritorious mast records, records on discrimination and sexual harassment complaints, and retention files

- Interviews to gain valuable information, such as what is actually happening in a command as well as what people perceive is happening and how they feel about it
- Observations (made without disturbing the environment or injecting a bias) to determine what people actually do or how they behave and interact
- Surveys to detect the command climate

Collection and Maintenance of Demographic Data

One of the primary functions of the annual command assessment is collection of demographic data on retention, advancement, and discipline. Each command determines the most effective method of data collection for its organization. All commands take the following steps in the collection and maintenance of demographic data:

- Classify all demographic data collection and analysis by race/ethnic group, gender, paygrade, rating, division, and department.
- Collect and analyze all reenlistment and separation data (raw numbers and percentages). Retention data include personnel who are eligible to reenlist as well as those who are ineligible. Separation data show types of separations by race/ethnic group.
- Analyze advancement data on personnel in zone for advancement. Data show those personnel who are eligible for advancement, are recommended for advancement, were advanced, passed but were not advanced, and failed.
- Analyze military justice data, including the number and proportion of persons put on report, screened by the executive officer (XO), dismissed, and assigned extra military instruction (EMI). Also analyze the number and proportion of persons referred to commanding officer's mast and to courts-martial and the results of those masts and courts-martial. Analyze types of punishment for similar offenses between race/ethnic groups and by gender for disparities in severity of punishment.

Z Retain demographic data and the results of the command assessment for at least 36 months and then destroy them.

Frequency of Assessment

Commands perform EO assessments annually. However, commands may perform an assessment more often if a particular incident requires a special assessment.

ACTION PLANNING

Once commands identify specific issues, they can address those problems systematically. The CAT first defines and analyzes the problem and then generates and evaluates courses of action. Finally, it recommends to the commander the most appropriate courses of action. The command then develops plans of actions and milestones (POA&Ms) to monitor its effectiveness.

INSPECTIONS

Immediate superiors in command (ISICs) inspect the CMEO program as a special interest item during subordinate command inspections. ISICs have a thorough knowledge of all aspects of CMEO. ISICs must conduct CMEO inspections at least every 36 months.

SUMMARY

CMEO is a Navywide program that requires individual commands to use their own personnel to assess their own equal opportunity (EO) status. It also requires individual commands to take corrective actions as often as needed to ensure equal opportunity.

CMEO makes the chain of command responsible for achieving and maintaining a positive EO condition within the command. It also provides that personnel receive promotions, training, duty assignments, and other personnel actions based only on their merit, ability, performance, and potential.

The elements of CMEO are a CTT, a CAT, action planning, and inspections.

REFERENCES

Navy Equal Opportunity, OPNAVINST 5354.1C, OP-151, Office of the Chief of Naval Operations, Washington, D.C., 1989.